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recruiter
JOURNAL
The Army's recruiting professional magazine since 1919
October 1984



NCOs
Leadership
that makes a difference

6-17-12

Command Sergeant Major's Notes



I would like to thank General Bradshaw for giving me his space in this month's *recruiter JOURNAL*.

The first article in the first issue of the magazine for recruiters was written by a commander to his recruiters in 1919. He said, "First of all men, never forget that you are soldiers and that you are proud about it.... Think of yourselves always as one from whom the first impression must come."

The name of the magazine has changed over the years and certainly recruiting has changed -- It has become more sophisticated in tools, training, techniques. What doesn't seem to have changed is the attitude and dedication of recruiters.

The same attitude of pride in being soldiers, leaders, and role models that was expressed in the first issue of this magazine is expressed 65 years later in the pages of this *recruiter JOURNAL*.

The theme articles are by and about NCO recruiters. They discuss the many and varied contributions of NCOs to the recruiting process, and underlying each is a tone of pride for what recruiters are and what they do.

A company first sergeant outlines his responsibilities in lea-

dership, management and training roles, emphasizing that each role is dependent on the other to help recruiters reach their full potential. "We train and motivate our people," he says. "We want to be the best."

A company recruiter training NCO likens her job to that of a doctor who diagnoses problems and prescribes courses of action to correct them. She says, "A positive attitude and belief in the product are at the heart of training and successful recruiting."

A battalion sergeant major talks about the NCO Development Program and the tools and training available to help soldiers acquire the skills necessary for "NCOManship," including social, personal and professional skills.

How mission decisions are made is the subject of an article that discusses the vital role of the battalion sergeant major, the company first sergeant and the station commander in that process. These NCOs provide the data base upon which mission assignments are made.

There is a salute to a command sergeant major retiring after 30 years of service, 20 of them dedicated to improving recruiting efforts, and there is an

article from a nurse recruiter who has discovered a way to improve his own recruiting efforts by programming a personal computer.

The roles in recruiting played by the schoolhouse and advertising campaigns are discussed in separate articles that point out the total command dedication to making the best possible tools and training available to recruiting NCOs.

In addition, a message to recruiters from Lt. Gen. Robert M. Elton, Deputy Chief of Staff for Personnel, explains the need for high quality recruits to man our modern equipment and become NCOs of the future.

In October 1984, soldiers, I can think of no more appropriate message to you than that expressed in 1919 by a recruiter to recruiters. "Never forget that you are soldiers and that you are proud about it." You are in every way the heart of the Army. Without your efforts, recruiting cannot succeed.

A stylized, handwritten signature of Tommie L. Abner in black ink.

TOMMIE L. ABNER
CSM, USA
Command Sergeant Major
US Army Recruiting Command

'1984 — the Army Family'



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SUBMISSIONS AND SUBSCRIPTIONS:

Forward all correspondence and articles to Editor, recruiter JOURNAL, USARCCS-PA, HQ USAREC Fort Sheridan, ILL. 60037. Material submitted for publication is subject to JOURNAL staff editing. Byline credit will be given all articles and photographs published.

DEADLINE - Photos and articles due first of each month three months prior to publication.

Phone:
Commercial: 312-926-3918
Autovon: 459-3918

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Published monthly by the Office, Chief, Public Affairs, U.S. Army Recruiting Command as a medium for the active exchange of ideas between persons involved in recruitment for the United States Army. Use of funds for printing this authorized unofficial publication has been approved by Headquarters, Department of the Army, 10 August 1983. Second class postage paid at Milwaukee, WI and Highland Park, IL. Views and opinions are not necessarily those of the Department of the Army.

recruiter JOURNAL (USPS 305-870)

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recruiter JOURNAL

The Army's recruiting professional magazine since 1919

VOLUME 36 NUMBER 18 OCTOBER 1984

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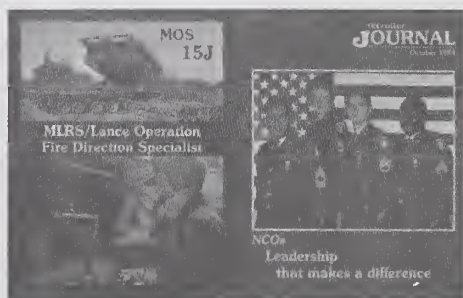
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ABOUT THE COVER

This month's cover, featuring some of USAREC's outstanding NCOs, was photographed by JOURNAL staff photographer Spec. 5 Daniel S. Hardoby. The top photo on the back cover, provided by Vought Corp, depicts a Multiple Launch Rocket System (MLRS) in action, while the lower photo shot by Spec. 4 Tammy L. Hawkins of the Fort Sill, School Brigade Public Affairs Office, shows a future 15M training to operate a fire direction system computer.





USAREC Today

FROM THE PERSONNEL CHIEF



The Army is now engaged in the most extensive modernization process in its history. By deciding to dedicate resources to modernization instead of expansion, we will maintain our personnel strength at about 780,000. This constant strength level means that soldiers must be of the highest quality if the Army is to succeed in accomplishing its global missions.

The quality soldiers we must recruit will man our modern equipment and become the NCOs of the future. Our need for quality is highlighted by an in-depth study by each of the basic branch schools concerning the effect of quality levels on soldier performance. These studies led to our establishing as a goal an Army of at least 65 percent AFQT category I-III A soldiers. This goal lies at the heart of our current manning strategy.

Because the vast majority of our

soldiers enter the Army as new recruits, our ability to achieve this goal depends largely on your superb efforts. Only if we continue to recruit large numbers of high quality young men and women will the Army of tomorrow resemble our vision of it. Because much of the burden of achieving an "Army of Excellence" falls on you in the form of rising missions in a tightening marketplace, I thought an explanation of why we have established such targets is in order.

By high quality soldiers, I mean soldiers who have graduated from high school and who rank in the upper 50 percent of all individuals on the basis of our standard measures of ability. This is not an arbitrary criterion. It is based on a substantial body of information which relates the characteristics of soldiers to their performance and to the performance of units which they lead. For instance, studies have shown that average Red-eye gunners in the upper test categories are 40 percent more likely to successfully engage their targets than lower test category soldiers. Similarly, a tank commanded by an upper test category NCO is likely to destroy more than four times as many enemy tanks compared to one commanded by a test category IV NCO; and a smart infantryman will cause, on average, 75 percent more enemy casualties.

These performance differences also show up in the form of better SQT scores, faster promotions, and lower rates of attrition and indiscipline for high quality soldiers. This does not mean that test category IV soldiers cannot excel, because many do exceptionally well. However,

higher mental category soldiers simply train-up more quickly and retain skills longer. It is for this reason that the Army has begun an ambitious personnel program focused on soldier quality.

In the months ahead when you receive difficult recruiting missions, try to place them in the perspective of our goal, which is an "Army of Excellence." The importance of your mission to the Army is absolutely critical. You are in the forefront of the toughest battle of our personnel war — and I respect your effort immensely.

As General Matthew B. Ridgway, World War II leader of the 82d Airborne and former Eighth U.S. Army commander during the Korean War, so aptly stated three decades ago,

"If we are to have this fountainhead of leadership . . . and without it we do not have an Army — it (the NCO Corps) must truly represent a cross section of the Nation's life — must include a fair share of the best men the country can produce in character, in intellect, in morality and in culture."

General Ridgway's message remains as true and as important for the Army today as it was then. That is why we have established as your recruiting mission that number of high quality recruits required to achieve the Army's quality goal.

I pledge my support.

Think people.

ROBERT M. ELTON
Lieutenant General, GS
Deputy Chief of Staff
for Personnel

IRR reenlistment bonus

To reduce personnel shortages and aid mobilization readiness, an Individual Ready Reserve (IRR) reenlistment bonus program was recently announced by the Assistant Secretary of Defense (Reserve Affairs). The program, to begin immediately in the Army and soon by the other services, offers up to \$900 to service members who are completing or have already completed their military obligation.

Individuals must have less than 11 years total service, have an eligible combat or combat support skill, and agree to serve three additional years in the IRR. Members who receive the IRR bonus, which will be paid in installments, may later transfer to positions requiring the same skill in a reserve unit without forfeiting the bonus. Extensions will be offered to eligible members.

Additional information may be obtained from an in-service recruiter, reserve activity, or military service reserve personnel center.

TWA discounts fares

As a result of extensive negotiations, Trans World Airlines (TWA) has extended its 50-percent military leave fare discounts to dependents of active duty people. Discounts apply on all domestic routes, are applicable for one way or round trip travel and dependents must not be accompanied by their active duty sponsor. Further detailed information may be obtained directly from TWA, travel agencies, or your local SATO.

TWA is an important addition to the dependent fare program since USAIR initiated the program in May 1984. Now carriers offering the dependent furlough fare include USAIR, Delta, Eastern, Empire, Frontier, Northwest, Ozark, Pan American, Piedmont, Republic, United, and World.

Travelers beware. Leave fares of one carrier may not necessarily be the lowest available; it is still best to shop around before making reservations.

Free travelers checks

Soldiers can get free Bank America travelers checks through all Army finance and accounting offices worldwide.

The benefit to soldiers is that travelers checks can be replaced if lost or stolen; the benefit to the Army is that travelers checks provide an interest-free reserve to protect against unexpected demands for cash, and will result in an estimated saving of nearly \$3 million the first year.

During the initial period, 43 transactions, amounting to \$21 million, were paid out in travelers checks for advance travel, advance pay, separation and miscellaneous cashier payments.

Safety

The president has established the goal of a three percent per year reduction in the incidence of workplace injuries and illnesses to federal employees, beginning with FY 84 and continuing for five years.

The secretary of defense has directed that this reduction also be applied to military personnel and has required a periodic report on actions taken to attain the goal.

In FY 83, the cost of military injuries and illnesses was about \$87.5 million, and the Army paid \$88.5 million for civilian compensation claims.

Reducing the incidence of these losses will both save money and improve Army readiness.

Screening Boards Eliminated

The requirement for reenlistment screening boards has been eliminated, effective October 1.

This action also means convening optional local reenlistment screening boards is no longer authorized.

Sure-pay status

The Army's plan to put all soldiers on sure-pay status by October was delayed when the Senate Armed Services Committee directed the Army to study different means for paying soldiers.

Under sure-pay, a soldier's check is sent directly to financial institutions for deposit to savings or checking accounts.

Some of the options examined include development of a personal financial plan by soldiers who aren't on sure-pay; requiring sure-pay for all soldiers assigned to a unit with a deployment mission; phasing in sure-pay by having new recruits sign up for it in their enlistment contracts; and continuing sure-pay on a "voluntary" basis with a program to educate soldiers and their families about its benefits.

NCOs

THE MANY HATS

*by Master Sgt. Ronald Tobin
USAREC Program, Analysis & Evaluation
Directorate*

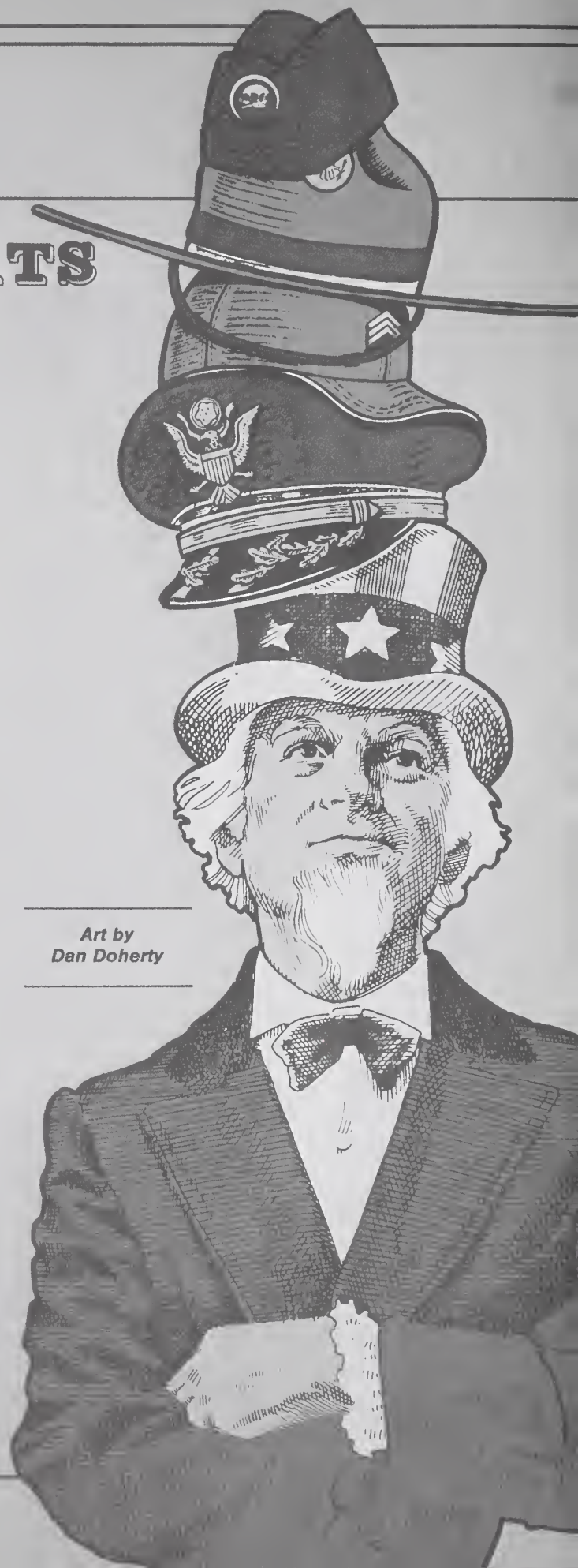
Sure computers are involved in assigning recruiting missions. But computers don't make decisions and they don't provide their own data input. In the case of recruiter missions, most of the input upon which mission decisions are based comes from battalion, company and station NCOs.

A computerized system developed by the Program Analysis and Evaluation Directorate at USAREC estimates mission requirements for each battalion based on qualified military available, number of recruiters authorized, recruiter experience, high school markets, competition from other services, propensity to enlist, advertising budgets and other variables.

That computer system is only as good as the data received from battalion sergeants major, company first sergeants and station commanders.

Battalion sergeant major

As senior enlisted advisor to the battalion commander, the sergeant major advises on all matters concerning the battalion, including mission assignment. He analyzes markets, missions, propensities, penetrations and production of the command by company and station.



*Art by
Dan Doherty*

OF MID-LEVEL MANAGERS

Together with each company's first sergeant, the battalion sergeant major ensures that each level of the command has a fair and equitable mission/market across the battalion and advises the battalion commander of any changes needed.

Through the education coordinator, the sergeant major also assures that high school data is updated and his battalion has the best data available to analyze the high school market (HSM).

Company first sergeant

The company first sergeant ensures that each recruiter has sufficient market to accomplish the company's goal.

That's not always easy. He has to analyze each station and recruiter market to determine the station's expected productivity. To do that, he looks at ASVAB scores and productivity from each zone, including propensity factors and aggregate to each station. The purpose of this analysis is to evaluate productivity per recruiter. The evaluation may lead to modification of the current recruiter allocation, or missioning to equalize workloads between recruiters.

When analyzing the recruiter market, the first sergeant must work closely with station commanders on high school data. If the school has not ASVAB tested, the computer uses the county ASVAB profile. That may be too low or too high for a particular school, so adjustments may be needed in that zone. The first sergeant must also ensure that all school data are correct.

When the recruiter zone analysis is conducted, the first sergeant also advises the company commander on all matters concerning market to be sure the mission is balanced with the market.

Station commander

The station commander provides a comprehensive overview of the station market. Because HSM data is the most descriptive data, it is used as the basis for assigning mission across the command. When the data appears counter to local impression, the commander examines the raw data to be sure it's correct. Some points to consider include:

- Look at the go-to-college and college drop rates and validate with the school. If the school is not ASVAB tested, report this to the company and try to set up an appointment to sell ASVAB so that a more accurate ASVAB profile may be given to the school. Station commanders have to ensure their market is correct.

- Private schools' computation of the HSM is not the same as that for public schools. The station commander must ensure the data is reported correctly.

- It is not feasible to expect that a recruiter who has been provided a

small market will be able to achieve a mission equal to that of a co-recruiter assigned much larger markets HSM. It is necessary that the individual recruiter's mission be adjusted to coincide with the relative amount of the overall HSM market assigned.

The station commander also informs the company of changes in market, high school data, traffic flows and other market-related items.

When all the data is collected from battalions, companies and stations, it is fed into PAE's computerized system and mission requirements are estimated for each battalion.

Next, negotiations occur between the staffs at battalion, brigade and headquarters USAREC. The USAREC commander and the brigade commander meet to negotiate mission together. The brigade commander and the battalion commander then negotiate mission requirements and the negotiations repeat, moving up the chain of command until finally the brigade commander and Commander, USAREC reach a negotiated mission assignment.

The NCO's input to this decision-making process is vital.

Working the market to your advantage

*by Marilyn Millikin
A&SP
St. Louis Recruiting Battalion*

One of the most successful recruiters of high school graduates is Sgt 1st Class Bill Stapelton commander of the Springfield, Ill, recruiting station, St. Louis Recruiting Battalion. Stapelton believes his best sources for graduate leads are lead refinement lists, centers of influence and DEPs.

When interviewing a high school graduate, Stapelton assists the young persons in establishing long range goals and then explaining how the Army can aid them in reaching those goals.

Stapelton says there are three things essential to a successful future and they are education, job training and experience. He avoids being specific about jobs, discussing instead basic benefits, types of training and how learned skills can be adapted to a civilian career.

Advertising of education, assistance and skill training programs that appeal to graduates are placed where high school graduates gather. The best posting areas are junior colleges, colleges, and universities. Many grads begin college and are forced to "drop out" for personal or financial reasons. These individuals have already demonstrated a strong desire to further their education, and are already interested in education assistance. This makes the Army College Fund, Loan Repayment Program and cash

HIGH SCHOOLS



bonuses especially appealing to those who already have a career goal and are in need of financial assistance.

The opportunity to attend in-service college courses, with the Army paying up to 75 percent of tuition costs, is the ideal way to receive credits in the required general studies courses.

The Army College Fund provides the funds and opportunity for individuals to complete or extend their education after their service obligation is finished, and they attend college as civilians. Post-Army college students are more mature, have work experience in a specific

skill, and usually have the basics of their education behind them. Thus they are prepared to face the reality of life and have plans for achieving the career goals which they have set.

"Involvement in community activities is important to a recruiter working in the I-III A Grad market," said Stapleton, "because these young people are highly influenced by adults in the community."

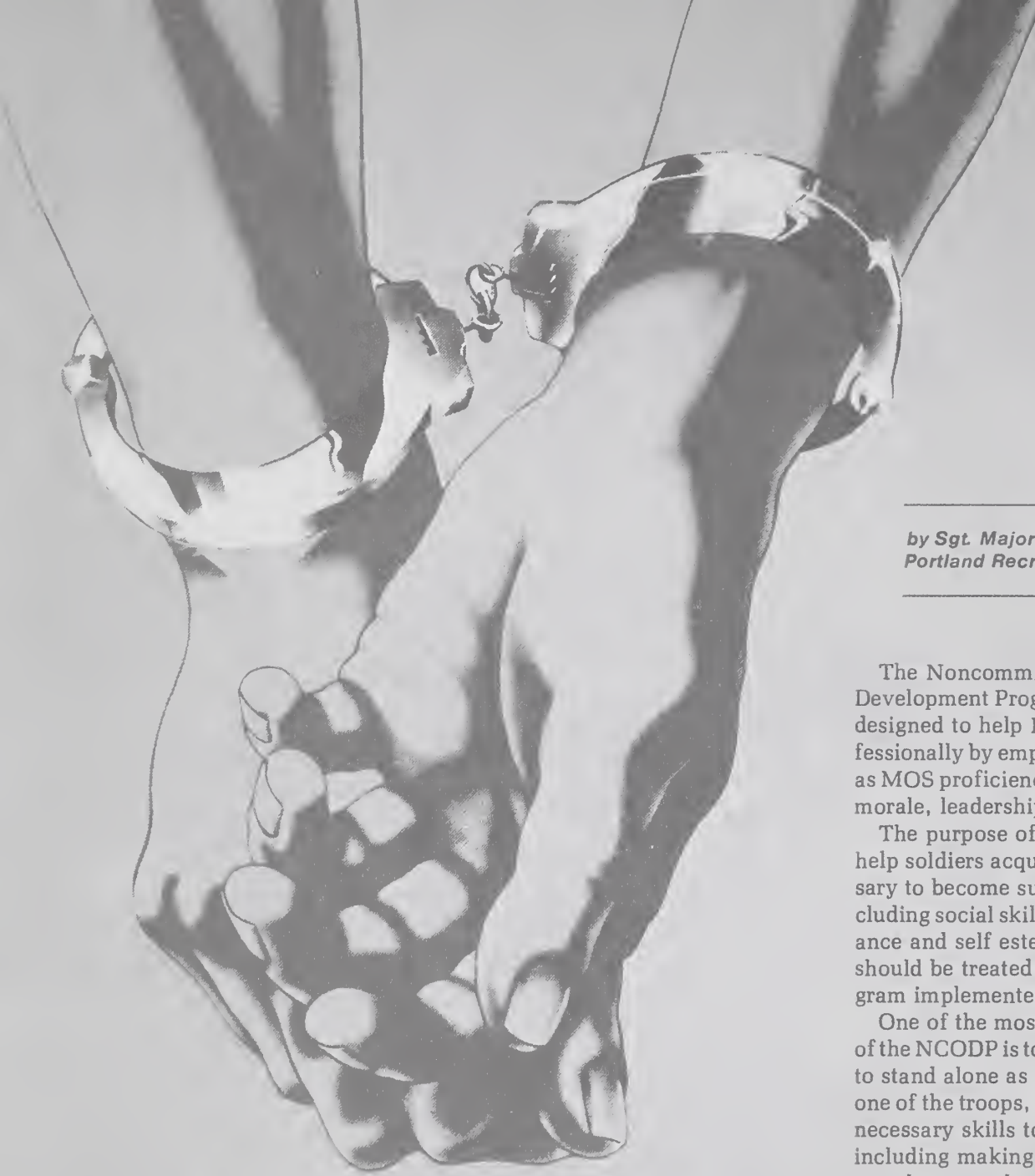
Stapleton belongs to several organizations in the area and has been able to influence their opinions by making many presentations about the many opportunities in today's Army, to the Kiwanis, Eagles, American Legion, VFW, Business and Professional Women, the local school board, and at high school and junior high school career days.

During a junior high school career day Stapleton was interviewed by the local press and asked why the Army wastes time on people too young to enlist. "It is never too early to think about career goals," said Stapleton. "Many young people who do not think ahead find they are not qualified for Army enlistment because they can not score high enough on tests or have law violations which make them ineligible." The recruiting station later received many phone calls from parents who had read the newspaper article, and wanted to know how they could help their children to at least qualify for military service.

When asked what traits are most important for a recruiter when dealing with the high school graduate market, Stapleton said, "A recruiter must be aware of his public image, as a person and as an Army representative. A positive image is quickly changed to negative if a recruiter is seen hanging out in bars. A recruiter needs to be sincere, to care about the applicant as a person and to follow up on the person after enlistment. The Army has become more people orientated and emphasis is now placed on personal growth and improvement to prove that 'better people make better soldiers'."

His advice to high school graduates who are concerned about their future is, "You can go as far in the Army as your abilities and ambition will take you."





*by Sgt. Major Gerald Tenney
Portland Recruiting Battalion*

The Noncommissioned Officer Development Program (NCODP), was designed to help NCOs improve professionally by emphasizing such areas as MOS proficiency, physical fitness, morale, leadership and training.

The purpose of the program is to help soldiers acquire the skills necessary to become successful NCOs, including social skills, personal appearance and self esteem. The NCODP should be treated as an ongoing program implemented on a daily basis.

One of the most important aspects of the NCODP is to prepare the soldier to stand alone as a leader. No longer one of the troops, he must acquire the necessary skills to be "in charge," including making decisions that are not always welcome, but are necessary. Being able to accomplish this in a smooth, effective manner requires skill and diplomacy.

Unlock your potential

Among the tools available to prepare young soldiers for leadership roles are the following:

Soldier's manuals

The headquarters keeps an ample supply of manuals that enable detailed recruiters to stay proficient in their primary MOS. NCOs who are responsible for developing subordinates can become knowledgeable in both MOS and non-MOS related areas through the manuals.

Headquarters NCO training

The recruiter training NCO is responsible for providing necessary training to NCOs assigned to the headquarters staff. This is accomplished through NCO meetings held on the first Friday of every month. These meetings include such topics as

- leadership training
- managerial skills
- general information sessions
- uniform inspections
- physical training (conducted on Tuesdays and Fridays)
- NCO social responsibilities

Station commander training

Quarterly training is conducted at the headquarters to provide station commanders information in job-related areas such as sales and human effectiveness. This training also provides the station commanders an opportunity to discuss areas of concern.

Company training

Each company within the battalion conducts training and information sessions on a monthly or quarterly basis.

These sessions keep the NCOs informed of any new regulations or areas that have been revised. The companies also take this opportunity to present certificates and awards.

Correspondence courses

NCOs are encouraged to grow professionally through self development. This can be done in a variety of ways, including self-paced correspondence courses and classes through the local community colleges or universities.

The battalion's education coordinator conducts an in-briefing for new NCOs on the educational opportunities that are available through civilian sources.

Sales training

MOS proficiency is a must. In recruiting, this means sales training. Portland battalion uses Lee DuBois, hands-on JOIN presentations, the recruiter sales book and station commander/recruiter one-on-one presentations. This training is ongoing and must include experienced, successful recruiters.

Training by example

Probably the most effective method of NCODP is training by example. An NCO who displays professional military bearing, participates in his unit's physical training program, makes

corrections when necessary and verbally supports his commander, is leading by example.

Conclusion

The benefits of a good NCO development program is rewarding both to the organization and to the NCO. NCOs who experience personal and professional growth help their organization grow, too.

While the NCODP focuses its efforts primarily on the junior NCO's development (E-4 through E-5), it is up to senior NCOs to provide the necessary guidance and training.

Being a competent NCO is a continuing process. These soldiers must make use of the learning tools that are available and, at the same time, prepare for the next step in their careers. NCOs who participate in development programs with dedication and enthusiasm will be rewarded with success and self satisfaction in their careers.

It is vital for the chain of command to support NCOs at all levels if the program is to work effectively. However, in the end, only the NCOs themselves can make or break the program.



Recruiter training NCO

by Ed Knippenberg
Minneapolis Recruiting Battalion

Being a company recruiter training NCO is like being a doctor. At least it is to Sgt. 1st Class Roberta (Bert) Wasierski of the St. Cloud, Minn., company, Minneapolis Battalion.

"You have to diagnose if the recruiter has ever been doing it right, determine what's wrong and why, then prescribe a course of action to turn the problem around and get the recruiter back on track," she said. After diagnosis and prescription, the therapy process consists of "you show — they do — you check," Wasierski said.

She knows. She's been in recruiting since 1979 as a field recruiter, station commander and recruiter training NCO of the St. Cloud company.

Before volunteering for recruiting duty, Wasierski was a musician in the Army band program. As vocalist and flute player, she performed with the original WAC band from 1970-74, then with the 33rd Army Band in Heidelberg, Germany, the 79th Army Band in the Panama Canal Zone, and the 4th Infantry Division Band at Fort Carson, Colo.

Like doctors and musicians, "recruiters have to know how to listen," Wasierski said.

"Buying motive is the bottom line," she said, "and the most common problem with new recruiters is that they don't listen, don't dig deep enough, to uncover the dominant buying motive." Listening to applicants will reveal buying motive and enable the recruiter to design a program especially for each applicant.

As company recruiter training NCO, Wasierski listed her top priority as working with low producers to improve their production. In addition, she interpreted her role as being the motivator in the company.

"In the St. Cloud company, I'm constantly motivating people," she said. "If recruiters don't feel good about themselves there is no way that they will do a good job."

Her boss agreed. Company Commander Capt. John Merkwon said that Wasierski did a great job of identifying recruiter weaknesses, worked to improve their skills and provided approaches and techniques that were successful.

"Recruiter training is crucial to developing a 'can-do' attitude among recruiters," he said. He and Wasierski agree that a positive attitude and belief in the product are at the heart of training and successful recruiting.

But motivation and positive attitude are supplemented in St. Cloud by "hands on" experience in every aspect of the company's recruiter training program. "It's working with the recruiters at the foxhole level," Wasierski explained. Phone prospecting, high school programs, sales techniques, area canvassing, JOIN training and recruiter validation all get hands on training in the St. Cloud company.

The biggest change in recruiter training, Wasierski said, has been introduction of the JOIN. She ensured that all recruiters were validated and everyone used the system to best advantage in St. Cloud.

"Once low-production recruiters make mission," Wasierski said, "they're automatically motivated." That's the reward for the recruiter training NCO.

Wasierski's been back in the field since June as commander of a multi-man station. No matter that she's married to a Navy recruiter who's also commander of a multi-man station in St. Cloud. It's where her training techniques are put to practice and where Sgt. 1st Class "Bert" Wasierski wants to be — "putting people in the Army."

T

"...recruiters have to know how to listen."

Leadership makes all the difference

by Master Sgt. (P) James D. Williams
Milan Company,
Jackson Recruiting Battalion

Master Sgt. (P) James D. Williams, first sergeant with the Milan Company, Recruiting Battalion Jackson, Miss., has been involved with recruiting for 12 of his 18 years in the Army. A Gold Badge recruiter, he has been a field recruiter, station commander, guidance counselor, and NCOIC of recruiting operations. In the article below, he shares his views of the role and responsibilities of first sergeants in the business of recruiting.

The three most important duties of a company first sergeant are leadership, management and training. But they have to be used together to be effective. None can do the job alone.

Management alone won't get the job done because the management systems simply indicate possible problems or problem areas. Training alone won't get the job done because it has to be conducted in areas identified by the management systems. And leadership must be directed to areas needing management and training if it is to be effective.

For example, the Recruiting Area Management Systems can be used as a yardstick to measure the effectiveness of station leadership and company

training. RAMS becomes a company level control measure for effective management when working under the defined terms of USAREC Regulation 350-7 combined with work standards.

Look at it this way. When a recruiter is setting his appointments for the day, he must make some very important management decisions. Should he obligate his time only to see those prospects with a demonstrated interest in the Army? It's a decision that a recruiter must decide for himself. However, an accumulation of several wrong decisions in this department, and a recruiter and/or station will miss mission because of poor decisions.

RAMS will identify problems at station level, and Recruiting Management Systems will identify problems at individual levels. Leadership in training will solve these types of problems at both station and company level.

When the management systems indicate that problems exist, the role of the first sergeant is clear. He must help build the station commander and recruiters to reach their full potential.

Probably the best minute spent as a first sergeant is the one invested in the station commander and recruiters to drive their team to success. After all, having a recruiter in the company who is prospecting and selling effectively is a goal shared with the station

commander and is a direct result of effective leadership. There must be a true team effort to identify the problems in the sales cycle and help the recruiter understand and correct problem areas.

The leadership of the first sergeant, along with the support of his station commander, will result in continued growth of junior NCOs in the recruiting company when they work together as a team.

The success of Milan Recruiting Company is directly connected to our "back to basics" training. We use the recruiting basics that were taught in school. It is my job, as first sergeant, to set goals and help each individual reach his highest level of success.

It's the easiest thing in the world to say a recruiter isn't doing his job. But the true test of a good first sergeant is to identify individual problems and train the recruiter to do what is right.

There's nothing more rewarding than to see your recruiters being successful and knowing that they made it happen, rather than having to wait around for success to walk in the door.

At Milan Company, there is an accepted responsibility. We prospect and sell the Army. We establish performance standards and then we train and motivate our people to work with those standards. We want to be the best!





NCOManship:

Pride plays a major role

Sgt. 1st Class Mitchell A. Bowden
Station Commander
Jacksonville North, RS

Noncommissioned officers in today's Army are part of a proud profession, long in history and rich in tradition and heritage. That profession, however, has been profoundly affected by great changes in human and scientific affairs that have compelled the military to adapt to new realities, not only on the field of battle, but also in its relationship to the society it serves.

NCOManship is the response of the Army's middle managers to implementing these changes. To do that, today's noncommissioned officer calls upon a

variety of professional and personal skills, both based on pride.

That pride takes many forms. An NCO takes pride in standing ready to be called upon, and he wholeheartedly accepts responsibility for himself and his subordinates to accomplish a specific objective. He takes pride in the uniform he wears as a reflection of commitment to a position that often requires him to perform the impossible and at the same time lead others to do the same.

An NCO's primary responsibilities are leadership, action and mission accomplishment.

Leadership is the most important. How it is applied is equally important. An NCO cannot succeed by merely asserting his authority. He must lead his recruiters. They must be trained, taught and helped in order to get the job done.

To get the job done means action, and it requires responsibility. A take-

charge attitude is essential for effective action. When he takes charge, a good NCO must analyze the situation, formulate a plan of action and lead its execution. In this execution, he must often delegate authority. That is vital to mission accomplishment and it helps develop leadership qualities in others.

Finally, mission accomplishment is what NCOManship is all about. Leadership and action don't mean anything if the job doesn't get done. Furthermore, mission accomplishment begins with a positive approach, regardless of the mission. Its success requires the input of everyone involved; it becomes a collective effort. As a leader, the NCO should help each soldier feel he is important to the mission's success. Just as a platoon sergeant must receive a consolidated effort from all his squads, a recruiting station commander must do the same with his men.

An NCO understands that his job will sometimes be as much a burden as a joy. He accepts this and continues to perform because he knows that he lives daily what he is — a soldier, an NCO, a reflection of the Total Army.



Team effort makes new Station Commanders Course a reality

*by Master Sgt. Paul L. Sherrod
and Sgt. 1st Class William Urbancik
Recruiting and Retention School*

It took about 11 months to complete and required extensive task analysis, discussion, design, testing, compilation of results, fine tuning and the efforts of many individuals.

It's the new, three-week station commander course at the Recruiting and Retention School, Fort Benjamin Harrison, Ind.

Last November, the staff of the training division, USAREC Recruiting Operations Directorate, as well as the staff of the station commander course at the schoolhouse, were tasked to provide ideas for a new station commander course.

The first step was to conduct a needs assessment and task analysis. That was accomplished by staff visits to various station commanders in each of the five recruiting brigades. The station commanders were asked what they thought a new course should teach recruiters to prepare them for being station commanders.

This process took about six months and included a continuous staff update of all information received from the field.

The next phase of course design brought together the schoolhouse staff and the USAREC training staff for round-table discussion of the find-

ings obtained from visits to station commanders. During this two-day session, held at Fort Benjamin Harrison in May, a proposal was designed to meet all training requirements.

Next, the Station Exercise (STACEX) portion of the course was tested. Instructors from the basic recruiting course were used to test the exercise. Results of the test were then compiled and, along with the latest joint proposal, were briefed to USAREC's command sergeant major in June.

A final round-table conference was then conducted at Fort Harrison. During this session, the course was analyzed and fine tuned to meet the primary course objective: have station commanders demonstrate, through practical hands-on application, their ability to lead, train and manage recruiters to be successful.

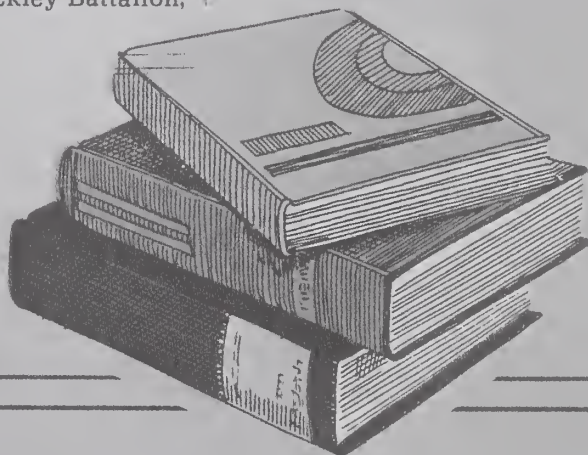
Members of this conference included: USAREC Command Sgt. Major Tommie L. Abner; Sgt. Major Marvin Brown, Recruiting and Retention School; Sgt. Major Robert Dale, New Haven Battalion; Sgt. Major Franklin D. Cole, Beckley Battalion;

Sgt. Major Roberto Matta, Oklahoma City Battalion; Sgt. Major Thomas Lanthrip, Santa Anna Battalion; Master Sgt. (P) Robert M. Thaxton, Des Moines Battalion, and Master Sgt. Paul Sherrod, Recruiting and Retention School.

The result of this extensive study and analysis is a new station commander course at the schoolhouse. It has been expanded from two weeks to three, and places heavier emphasis on group study and learning with a constant exchange of views and ideas between class members.

In the new course, students will be required to continually evaluate and critique each other during all phases of the course. Under this concept, they will acquire recognized solutions to problems that arise in recruiting.

The new course is designed to provide graduates with the insight, knowledge and confidence to assume the ever more important role of a station commander in training, management and leadership.



Has recruiter found secret to recruiting success?

A lot of people at Recruiting Battalion Chicago are saying Staff Sgt. Nathan R. Warnock has found the secret to successful recruiting. He may have a secret for success, but his success has hardly been a secret.

Since reporting for duty at Recruiting Battalion Chicago 17 months ago, Staff Sgt. Warnock has racked up enlistments and awards at a record-setting pace. His sustained high level of achievement was recognized on August 7 when he was awarded the Army Commendation Medal by Major General Jack O. Bradshaw at a mission assignment conference.

For the month of July Warnock was assigned a mission of three Regular Army contracts. However, he surpassed that number and set a battalion individual monthly production record of 17 high quality people: five I-IIIAs, 10 IIIB's and two IV HSDGs

Warnock showed early promise. He was Rookie Recruiter of the Year in fiscal year 1983. During the first six months of fiscal year 1984, he put 51 people into the Regular Army and Army Reserves, making 340 percent of his matrix mission. He was top recruiter in the first quarter of fiscal year 1984. By the end of July, Warnock had written 90 regular and reserve enlistments year to date, giving him a grand total of 120 enlistments in 15 months.

Warnock achieved his Gold Recruiter Badge in a 12-month battalion



Sgt. Nathan R. Warnock proudly displays his Army Commendation Medal, which he received from Maj. Gen. Jack O. Bradshaw for his record breaking number of enlistments for July. (Photo by Sherry Henderson).

record-breaking period. Since that time he has received his first and second Sapphire Stars, the latter being awarded on July 31, 1984.

What's Warnock's secret? Chicago Battalion Commander, Lt. Col. James H. Cook says, "Staff Sgt. Warnock's success isn't based on a secret. He's successful because he works hard and smart, understands his market, sells the Army honestly and with integrity, and has become a respected member of the community."

Warnock says, "You've got to get involved in the schools. Prove to the guidance counselors that you know your product and that you genuinely

care about the needs of the students as individuals. The most important thing in dealing with the students is being honest with them and treating them as people, not numbers. I talk to them on a one-to-one basis and show them the Army benefits which can help them achieve their personal goals."

Warnock's high school strategy is working. According to his company commander, Capt. William R. Havlic, "He gets along very well with his educators. Because of that they are giving him very good support."

Warnock has not only become successful as an individual recruiter, but is part of a highly successful recruiting station. At the end of July the station had achieved 177 percent of its active mission box assignment and 206 percent of its reserve mission for a combined accomplishment of 185 percent.



HIGH-TECH NCO

*by Staff Sgt. Maria Coulthard
Columbia Recruiting Battalion*



Thanks to a personal interest in computer technology, Columbia Recruiting Battalion's nurse recruiter has gone "high tech."

Staff Sgt. Stephen Reagan adapted his personal computer to aid him in mission accomplishment and says it reduces paperwork, keeps him better organized and reduces his travel time.

He's convinced that the computer is his greatest asset in recruiting nurses. His record indicates that whatever he's doing, he's doing it right. So far this year, Reagan is running at 125 percent of mission accomplishment for the Army Reserve Nurse Corps and about 130 percent for the Army Nurse Corps.

His recruiting territory covers 36,000 square miles, including most of South Carolina and 14 counties in Georgia, with nursing schools in Charleston and Columbia, S.C. and Augusta, Ga. Because so much of his time is spent on the road, Reagan knew a portable computer would be the perfect tool for his job.

"I can take the whole office with me in two volume-sized disk holders and a suitcase-sized carrying case," he said. "I have with me information on just about everything involved

with nurse recruiting, and having this information available during an interview is impressive to a prospective applicant. It provides applicants with good, solid information immediately.

An added bonus, Reagan said, is that his battalion briefings have become remarkably easy. His printer can instantaneously produce figures on mission accomplishment, number of packets in processing, mission objectives, conversion data, interview results and other frequently requested information. Another advantage, he added, is that the person being briefed can walk away with a copy of all the data discussed.

Getting the system working for him was not an easy task, Reagan said, because no computer software was pre-programmed to fit the needs of a nurse recruiter. He wrote all the programs for the data base files.

"The computer sales people had no

basis for writing the program I needed," he said. "So it was up to me, my user's manual, and the knowledge of what I needed to do my job as a nurse recruiter." It took a lot of time to get the programs set up, and Reagan says he is still adjusting and adding to the data.

"The computer just makes my job so much easier," Reagan said, "mainly because it serves the two purposes I require. It supplies information for the applicant and does the same for the command — all at a moment's notice.

Reagan has been interested in computers for about three years and admits that interest became intensified with a more recent desire to find a way to do his job more easily and more efficiently.

"We do use it a lot at home, too," he said. "We keep our personal finance record on it and play a lot of computer games. My four-year-old enjoys playing with it."

Having spent more than \$5,000 in personal funds to purchase the equipment, Reagan does not advocate that every nurse recruiter do the same. He's confident, however, that his idea will greatly assist him in improving his mission objective.

CSM's long recruiting career ends

S' long sarge

by Staff Writer

His small, walnut-paneled office, tucked off in the basement of the "schoolhouse" was nearly empty. The walls were bare, and a gray steel desk in the center of the room was cleared except for phone and writing pad. Two cardboard boxes on the floor waited to be sealed and carted away.

He took a 75-day leave, there was a retirement ceremony in October, and that was the end of a 30-year career in the Army for Sgt. Maj. William C. Rice, U.S. Army Recruiting and Retention School, Fort Benjamin Harrison, Ind.

Except for one thing. Rice's influence on recruiters and recruiting can't be packed up and carted away in cardboard boxes like the records of his career.

He's been involved in recruiting for more than 20 of his 30 years in the Army. "At one time," he said, "there wasn't an individual on recruiting duty that I hadn't worked with, taught or selected."

As a recruiter and commander of a recruiting area from 1962 to 1971, Rice enlisted about 2,700 young men and women into the Army. As an instructor at the Recruiting and Retention School from 1971 to 1974, he taught more than 9,000 new recruiters, and as NCOIC of the Recruiter Selection Team for three years, he interviewed more than 21,000 senior non-commissioned officers for recruiting duty.

Rice has been in recruiting long enough to have attended the retirement ceremony of a soldier he enlisted. And his eyes light up when he talks about recruiting. To him, it's the most exciting Army specialty. "It's where the rubber meets the road," he said. "Recruiters maintain the strength of the Army, and that's a daily challenge."

It's a challenge Rice has met, and a challenge he's helped other recruiters meet, according to Col. David J. Sholly, director of the Recruiting and Retention School.

Rice was responsible for designing and writing the Army's first Military Occupational Specialty test for recruiting personnel, and was actively involved in developing and implementing the four recruiting management systems that are still used to guide daily recruiting efforts.

He also helped reorganize the structure of the Recruiting and Retention School to give it separate school status, helped develop a new instructor selection process, and helped develop eight new courses for the school.

He's a soldier who happens to love recruiting. But he's a soldier first. "My friends and neighbors don't call me Bill," He said. "They call me 'Sarge'. They know who I am." He said he wears his uniform wherever he can and wears it proudly.

As sergeant major, one of his responsibilities was maintaining the soldierly standards in the school. "It

wasn't unusual to see Rice walk down the hall with a ruler to check uniform length and insignia placement," said Master Sgt. Paul L. Sherrod, course director of the advanced recruiting course.

"It was also rare that you didn't see him in the dining facility having lunch with the troops. He cares and he shows he cares, especially about young NCOs," Sherrod said.

For his own part, Rice said, he wouldn't change a thing in his 30-year career. "The Army's been good to me and I just want to give the same chance I got from the Army to somebody else."

Thinking back on that career, Rice said, "Remember. There was the Depression and then the war. Things were tough in Parkersburg, W. Va., where I was born and raised.

"I'd be sitting in class thinking I could be out doing something, making a living, so I quit school in the 10th grade — that was 1948 — and enlisted in the Army when I was 17."

His first designated duty assignment, as it was written on his orders, was "U.S. Constabulary" (sic), part of the control force in Europe after World War II. But he never went. His mother had been dead since he was four, and when his father became ill, Rice remained stateside to be near him.

Discharged in 1954, Rice entered West Virginia University School of Engineering and completed two years there. He worked as a firefighter in his home town for a time, and then re-entered the Army in 1961.

He served as an infantryman at Fort Benning, Ga., and in Korea before he was assigned to recruiting duty in 1963.

"I don't try to sell the Army to anybody," Rice said. "What I do is show by my life-style what a soldier is and why people should want to join the Army.

"The Army's been good to me. And it's been good to my family. All of my sons have served in the Army, too."

His youngest son, Patrick Sean, 20, is an air traffic controller with the Army in Korea. William Michael, 28, was trained by the Army and is now a Department of Defense contractor in Germany. Thomas Bryan, 24, uses his Army training to design car telephones for a corporation in Chicago.

"Our frequent moves made the kids adaptable," Rice said, "They're willing to accept the challenges of life and life as a challenge. My wife, too."

Rice looks forward to spending more time with his wife now that he's retired. During their 30 years of marriage, she has actively participated in his career through the NCO Wives Club and in church and community groups. Rice said she still writes to people they were stationed with many years ago. "Personal friendships are so lasting, you know."

It's that "caring" attitude and interest in people that best describes Rice to his co-workers.

"He has a good feel for people," Sholly said. "He relates well to people. He also embodies 'positive mental attitude,' the current buzz phrase in recruiting. He has the ability to remain upbeat and maintain a sense of humor even on a bad day."

Acting School Sgt. Maj. Gary D. Howard, echoed Sholly's characterization of Rice.

"Rice cares for the welfare of the soldier," he said. "He's developed programs to help NCOs be better NCOs, and he's there for any soldier who needs him. He's from the old school, when sergeants were sergeants."

And to Rice, being a sergeant is his finest achievement. "I wanted to achieve the rank of sergeant," he said. "To be promoted to sergeant major was an honor. I achieved what was possible among my peers."

Now 'Sarge,' as he likes to be called, has packed up his awards, medals, honors, records and is retired from the Army.

But he's not leaving the Army. He plans to work as a Department of Army civilian, he said. He wants to help develop courses and training programs for recruiters as long as he can.

"The young people we're putting in the Army are educated and qualified," Rice said proudly. "The people who recruit and train them need to be **more** educated and **more** qualified."

Sgt. Maj. William C. Rice has retired from the Army. But he'll be a part of the Army for a long time to come.

That's because the influence he's had on recruiters and recruiting can't be packed up and carted away in cardboard boxes. It's carried in the minds and attitudes of the thousands of recruiters he's worked with, taught and selected. It's in the recruiting courses he helped develop and in the improvements in recruiting procedures he helped to make.



"I don't try to sell the Army to anybody,"

Rice said. "What I do is show by my life-style

what a soldier is and why people should want

to join the Army."



Fortunately, no one was injured when the front end of a car collided with the wall of the Madison, Tenn., Army Recruiting Station recently.

When things had returned to normal, members of the station and the Nashville battalion found some humor in the situation. One recruiter suggested that the hole in the wall be enlarged to make the world's first drive-through enlistment window. Another made some reference to hazardous duty pay for recruiters.

Major Willie A. Harrison, battalion executive officer, said simply, "Next time someone's that eager to enlist, let him." (Rick Hayeland, Nashville Rctg Bn).

LACK OF A FEMALE VOCALIST was limiting the repertoire of the 82nd Airborne Division Band's rock combo somewhat. So when they were scheduled to perform concerts and band clinics in the Wilson, S.C. high schools, they asked **Staff Sgt. Eileen M. Laferriere** to invite the high school chorus directors to provide female singers.

At Hunt High School, future Army medic **Sanita Everette**, a DEP recruit, performed as a vocalist with the band.

At each Wilson high school the band performances, DEP recognition and local high school vocalists were well received. (Pamela Johns, Raleigh Rctg Bn).

IT'S NOT EVERY DAY a person comes across an envelope containing a large sum of money with nothing to identify the owner. But it happened recently to **Sgt. 1st Class Curt Page** of the North Side Recruiting Station, Pittsburgh Battalion.

This is the story. Page delivered an applicant for processing at the Pittsburgh Federal Building and then stopped at the cafeteria for a cup of coffee before returning to his station.

While he was in the cafeteria, he came across an envelope. It contained a large sum of money and a set of car keys. There was no clue on it to identify the owner.

"I turned it over to the cafeteria manager," Page said. Soon after that, **Dr. Pablo Chan** of the Pittsburgh Veterans Administration office showed up to inquire about the lost envelope. When he found it had been turned in and that the contents were intact, he was delighted.

"It's very refreshing to know there are such honest young people around," he said of Page. "It says a lot about the kind of men the Army is turning out today." (Warren J. Schrum, Pittsburgh Rctg Bn).



Municipal court judge Ernest J. Sever, Civilian Aide to the Secretary of the Army, visits Willingboro, N.J. Recruiting Station in the Philadelphia Battalion. Sever is from nearby Bordentown, N.J.



Sgt. 1st Class Lowell Smith goes over some material on basic training with Brenda Partee, the fifth member of her family to enlist in the Army (photo by Melanie McNutt).

"My brothers influenced my decision to become a soldier," Brenda Partee said when she enlisted in the Army recently. "They love what they're doing and it shows."

Her brothers are **Chris, Patrick, Vincent and Johnny**, all recruited into the Army in the same year by **Sgt. 1st Class Lowell Smith** in Clarksdale, Jackson, Miss. Recruiting Battalion.

Brenda explained why she is following in her brothers' footsteps. "In the Army I'll be getting great benefits and have a chance to do the one thing I love most — take pictures."

Brenda will be a photolithographer in the Army's Topographic Engineering Division. (Melanie McNutt, Jackson Rctg Bn).

ON THE WAY TO THE UNEMPLOYMENT OFFICE, Guy and **Bonnie Shea** spotted the Washington, Pa. Army Recruiting Station and walked in to inquire about Army jobs.

Sgt. 1st Class John Nichols, station commander, told the husband-wife team about the "Buddy Program," the Army College Fund and the Loan Forgiveness Program. The couple enlisted.

Two days later, as luck would have it, **Walter Baker**, a

graduate of the University of Pennsylvania Business School, walked into Nichols's station. He also took advantage of the Army College Fund and Loan Forgiveness Program and enlisted.

Three I-IIIAs in less than a week! "Well, it was like Christmas," Nichols said. (Jim McCarthy, Pittsburgh Rctg Bn).

IT ALL BEGAN AT THE 1983 HAYWARD, CALIF. AIR SHOW. Staff Sgt. **Keith Griffith**, Hayward Army Reserve recruiter, decided to set up an Army exhibit at the air show. It consisted of a jeep, field equipment, one stick of camouflage and Griffith dressed in complete combat gear.

"I offered to camouflage anyone who wanted it done," Griffith said. One volunteer, **James Quinn**, began chatting with Griffith about the Army Reserve. Quinn was about to begin his third year of college and was already in the ROTC.

Today, thanks to the Simultaneous Membership Program and the ROTC Early Commissioning Program, Quinn is a second lieutenant. After graduation in June 1985, he will be on his way to Fort Knox to attend Officer Basic Course.

"I guess I like the challenge," Quinn said. "And the extra money and management experience were certainly an incentive, too!" (Sgt. 1st Class Marcia Caron, San Francisco Rctg Bn).



Staff Sgt. Keith Griffith congratulates 2nd Lt. James Quinn on his promotion. (photo by Sgt. 1st class Marcia Caron)



"Returning the favor," 2nd Lt. Vickie Lewis, Army Reserve nurse, administers the oath of enlistment to her husband, Master Sgt. Luther Lewis. He had enlisted Lt. Lewis two years earlier. He is reserve operations sergeant for the Army Recruiting Battalion Columbia. She is employed in the pediatric intensive care unit at a Columbia, S.C. hospital. (Photo by Sgt. 1st Class C. Drake, Columbia Rctg Bn).

BEING IN THE ARMY HAS BEEN ANYTHING BUT DULL for PFC Mark W. Boles, hometown recruiter aide at the Capitol Hill Recruiting Station in Oklahoma City, Okla.

Boles, 24, is a native of Piedmont, Okla. Just six months after he enlisted in April 1983, he was selected to participate in the Grenada peace-keeping mission.

He had recently completed training at Fort Benning, Ga., and was serving with the 82nd Airborne Division at Fort Bragg when the call came for his platoon to mobilize.

"Our job was to go to a strategic area, evacuate buildings and houses and secure the area," Boles said.

Even though it's an experience he'll never forget, Boles is glad to be back home, using his talents in another way by assisting the Army in recruiting other young people like himself.

"I'm very proud to serve my country," he said, "and I'm going to tell everyone about it!" (Debbie Gardner, Oklahoma City Rctg Bn)

ARMY GREEN AND AIR FORCE BLUE were brought together in one family recently at the Montgomery Recruiting Battalion when **Capt. Charles T. Petty**, U.S. Air Force, swore his daughter **Pamela Joy Petty** into the Army's Delayed Entry Program.

"The Army was able to give her exactly what she wanted," Petty said.

Pamela is scheduled to go on active duty in June 1985 and become an analyst/linguist after training at the Defense Language Institute, Presidio of Monterey, Calif. (Beverly Soles, Montgomery Rctg Bn).



As soon as Staff Sgt. Harry F. Harrell received the Recruiter Ring, he presented it to his wife, Monica.

"We need to remember to recognize our wives for the support they give us," Harrell said when he gave the ring to his wife in recognition of her support, understanding and encouragement.

The ring was presented to Harrell by Maj. Gen. J.O. Bradshaw at an awards ceremony at Little Rock Battalion headquarters. Harrell is station commander of the Natchitoches Recruiting Station, La. (John Moss and Sharon Smith, Little Rock Rctg Bn).

A UNIQUE IDEA IS HELPING ARMY RECRUITERS PURSUE THEIR EDUCATION. Through an agreement between the Army and San Francisco State University, more than 89 recruiters from San Francisco Recruiting Battalion have taken the "Communication Program for Recruiters" course.

The 12-week course is given on weekends and taught in locations convenient for recruiters, usually where they live and work.

According to SFSU education counselor **Deanna Wong**, the program, begun two years ago, has expanded throughout the west coast.

"It started here and is now being done as far as Seattle and throughout most of California," Wong said. "I'd like to see it done Army-wide."

Wong said communicating is one of the most important parts of a recruiter's job, and this course improves communication skills. The course is also a definite step toward earning a degree.

Twelve semester units are granted for completion of the course, and SFSU grants six units to the soldier for being in the military. Add to that as many as 30 units for specific MOS training and experience, and a total of 48 units is possible.

"It's a great start toward a degree," Wong said. "And we're making it as easy as possible for recruiters to get that further education." (Sgt. 1st Class Marcia Caron, San Francisco Rctg Bn).

TWO HIGH SCHOOL STUDENTS FROM THE SAME TOWN, with the same birthday, enlisted in the Delayed Entry Program on the same day, for training in the same career field.

The final coincidence is that their recruiter has the same birthday and reenlisted in the Army at the same ceremony.

Robert D. Prestridge, 17 and **Donald W. Clay**, 17, of Talladega, Ala., were both born on July 11 and enlisted in the DEP on the same day.

Their recruiter, **Staff Sgt. Audie Anderson**, station commander from the Talladega Recruiting Station, reenlisted for four more years in the Army during the same ceremony. July 11 is also his birthday.

Prestridge and Clay both qualified for the two-year Army College Fund and will be trained as tactical communications mechanics. (Bill Thomas, Montgomery Rctg Bn)



Taking the oath of enlistment are Staff Sgt. Audie Anderson and two of his DEPs, Donald W. Clay, left and Robert D. Prestridge. The three also share a common birthday.

BEING PROMOTED FROM A PRIVATE TO A CAPTAIN overnight is a distinct possibility for **Private Larry Mogul**, who recently joined the Army Reserve as an operating room specialist.

With the help of **Staff Sgt. Kenneth Hunn**, reserve recruiter in Florissant, Mo., Margul qualified for a \$2,000 cash bonus and the Loan Repayment Program.

Margul received his medical degree in June, took his medical exams soon thereafter, and will be eligible to be promoted to the rank of captain in the medical corps as soon as he is accepted in an internship program.

"Larry found the Army medical programs very appealing, especially the emergency medical technician program," Hunn said. (Marilyn Millikin, St. Louis Rctg Bn).

Best laid plans. . .

by Tom Evans
Deputy Director
Advertising & Sales Promotion
HQ USAREC

Things don't always work out as intended, but it is important that things were indeed intended -- that there was a plan. When many hands in many locations must work in concert, it is important that the plan be written down and widely read. Not all 12,000 of us in the Recruiting Command need to read every work of the FY/CY 85 Advertising Plan because advertising is a specialized activity, but there are things about that plan that should be commonly known.

It tells first how we will spend the \$79.8 million we expect to be authorized for advertising procurement, a sum that, because of inflation, will buy a little bit less than the similar amount we had in FY 84.

That's a lot of money — about 12 percent of total recruiting costs — but when the needs of 12 different Regular Army and USAR recruiting and retention programs must be accommodated, it very quickly begins to seem like a modest amount. Most of it goes, of course, to support the very big and very visible enlisted programs, but advertising to support officer acquisition through Officer Candidate School and direct commission programs for specialized professionals, such as doctors, nurses, and lawyers is also critically important.

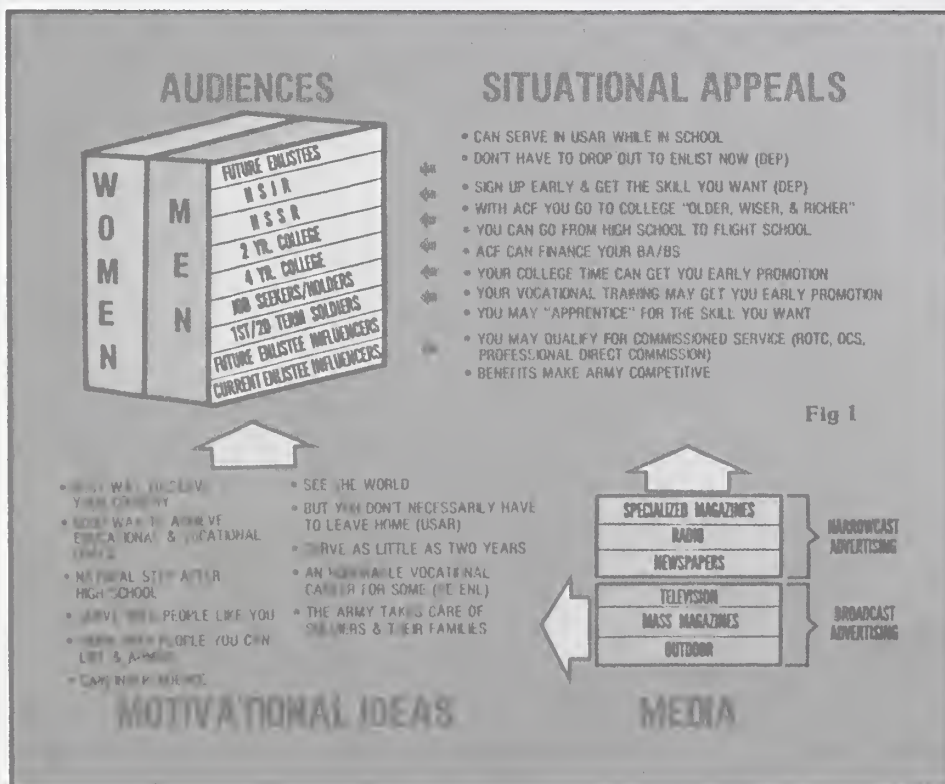
There are a lot of different ways to advertise, and the Army employs most of them. To explain all the why's and wherefore's is a big undertaking, but the 1985 plan does cover some essentials. It points out that a predisposition to look at Army service as an option worth considering is not created overnight. We have to begin reaching

young people with effective advertising messages and keep that exposure through the prime enlistment years.

Another section of the plan points out that recruitment advertising has something to say to virtually all Americans. All communities graduate smart high school seniors. All citizens through age 35 are, until found to be otherwise, current or future prospects for military service. Older people, as parents, teachers and advisors, influence enlistment decisions.

Many of these people do not have a current reason to be interested in military service, and that makes them less receptive to details about what the Army has to offer. However, it is feasible and necessary to get across broad motivational ideas to most people using wide-reach media while more directional kinds of advertising emphasize important facts to those who have been sensitized by their circumstances to pay close attention. This two-level thrust is diagrammed in Figure 1.

The need to reach people of all different ages and circumstances is one reason we employ a mix of advertising media. Figures 2 and 3 show how differently two of our important media choices, network television and high school magazines ([Sourcebook/On Your Own](#)), distribute advertising impact. The vertical scale represents relative importance; the horizontal one indicates age from 10 to 60. The darkness of shading signifies intensity.



1985 advertising

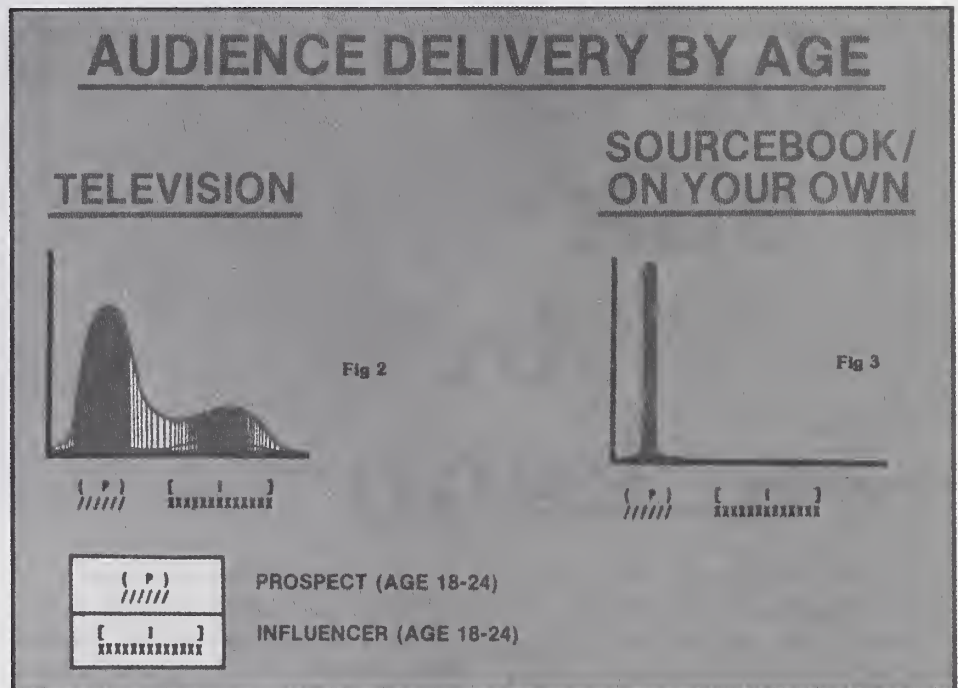
Figure 4 shows how the \$43 million of our FY 85 budget that will buy media space and time are distributed among the various media, and the plan discusses reasons for that allocation. Very briefly, television and magazine advertising are very important to the Army because they offer the best way to demonstrate a "product" that can't be sampled for 40 cents like a soft drink or be inspected in a local dealer's showroom. Radio provides the high frequency exposure to a youth audience needed to maintain "top of mind" awareness so that they will think of Army service when a change in their circumstances makes it relevant.

Just a few more things of interest about the 1985 Advertising Plan:

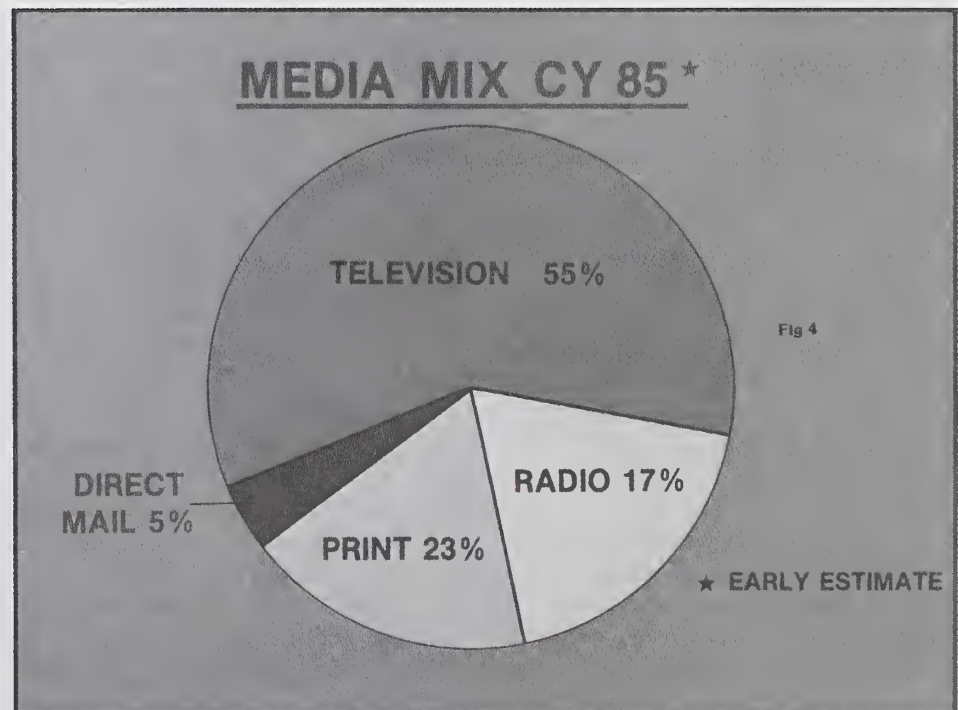
- * It is called a FY/CY 85 plan because it shows how authority to obligate FY 1985 funds will be used, but because of procurement lead times those funds will buy advertising appearances through the first quarter of FY 1985.

- * It does not provide details of the next phase of the "Be All You Can Be" campaign. That new advertising, which will begin appearing in January, is in production now. Look for MISSION '85 for particulars.

Copies of the draft plan were distributed to brigades and battalions in August. A more complete version incorporating information not available then will be out in October.



FY/CY 85 advertising procurement costs of \$79.8 million represents 12 percent of the total recruiting budget





Hit the silk in Jackson

The Golden Knights

by **Melanie McNutt
& Jimmie H. Hartfield**
Jackson Recruiting Battalion

The request was made in October, 1983. In January 1984, everyone at the United States Army Recruiting Battalion eagerly awaited word confirming the visit of the United States Army's official parachute team, The Golden Knights, to Jackson, Miss.

Anticipation mounted. The TAIR coordinator could wait no longer. She called region headquarters. No word had been received. A meeting would soon convene at the Pentagon to set the schedule.

Two weeks later the answer came. Jackson was not on the Golden Knights schedule.

Early in February, however, Capt. Michelle Koehler, acting commander of the Golden Knights, called to say they were adding Jackson to the schedule and the Army's parachute team would be available for performances on 15 and 16 May.

Immediately, the battalion A&SP shop shifted into gear, garnered the support of the Jackson company commander and began to formulate the groundwork for executing the idea which originated last October.

Before the original request was made, the manager of the Jackson Mets, Jackson's AA professional baseball team, had indicated his desire to have the team perform before one of the Mets' games. In addition to this performance, recruiters contacted local schools to set up classroom presentations by the team. School officials were excited about this contact. However, they wanted more -- they wanted actual parachute demonstrations at their schools. Not only did the Golden Knights agree to the school's requests, they also consented to do full shows at the schools.

With the schedule set, assignments were made to get the job done. Everyone got into the act — the entire A&SP section, the company commander, recruiters, and even civilians and officials in the local community.

FAA clearances were obtained for the jumps, pre-publicity was arranged with all local media, posters were displayed all over the city, transportation was secured, and a Hawaiian luau was planned by a local family at which the Golden Knights would be honored and presented awards.

The big two days approached. Last-minute checks were made to be sure

everything was set. It was the evening before the team's arrival. What could go wrong? The weather? Possibly. The thunder roared, the lightning flashed and the rain came down -- hard. As the day dawned, though, the sun beamed brightly and the battalion crew knew the "Army's Ambassadors" in the sky would get a chance to show their airborne professionalism in Jackson.

Their first presentation was at Callaway High School on Tuesday afternoon. Nearly 500 high school students watched in awe as 14 Knights performed their antics in the air.

Jackson's three local television stations featured the Golden Knights presentation on their evening newscasts. One TV station placed a small wireless microphone on one of the jumpers, Sgt. 1st Class Gary Kilpatrick. It was the first time anyone on the Golden Knights' "Black Team" had jumped with a live mike. Kilpatrick narrated his jump as he fell to the earth, explaining every move for the viewers at home. Because of its great success, a spokesman for the team said they were going to try to incorporate it into their other presentations too.

Tuesday night, in Brandon, the



The Golden Knights always take time out to talk to local high school students. Here, Golden Knight Larry Ivey talks to two Callaway ROTC students about the Army.

Golden Knights were honored by state, county and city officials at a party given by Mitch Crimm and his family. Crimm, 23, who has cerebral palsy, was the first handicapped person to jump with the Golden Knights. In early April, he completed a tandem jump hooked to a Golden Knight team member. Crimm also traveled with the "Black Team" for several weeks while he was preparing a photo exhibit about the U.S. Army Golden Knights Freefall Parachute Team.

Brandon's police chief turned out the following morning to provide escort service for the team, first to Brandon High School, and then to each activity

for the remainder of the day. Enroute to Brandon High School, the entire police force seemed to be on hand to ensure the Golden Knights' entourage arrived and departed on time.

The team flew over Brandon High School where more than 3,000 students waited for their first look at the Golden Knights. The kids were bused in from four local schools just for the presentation.

That same afternoon the Golden Knights made two jumps into Smith-Wills Stadium. The first one, originally planned as a practice jump, was attended by 100 or more spectators. Several people even stopped their

cars on the side of the local interstate to watch.

From there the Golden Knights traveled to the state capitol building and met with Mississippi Governor Bill Allain. Allain had requested the meeting. While at the state capitol they were given a tour of the building and met other state officials.

The Knights' grand finale at the Jackson Mets "AA" professional baseball game had to be the most publicized event they participated in. Not only was the stadium packed, but the parking lot was filled with spectators who had come just to see the parachute team.

The visit by the Golden Knights to Jackson, Mississippi was a textbook example of what a truly successful TAIR event should be. It combined all the elements of publicity, coordination and performance for two exciting days. Even the Mississippi weather, which can be erratic at times, cooperated and the team enjoyed clear blue skies and pleasant temperatures in the 80s.

The U.S. Army Recruiting Battalion, Jackson basked in the successful appearances of the parachute team and, true to their motto, the Army's parachute team made Jackson's days prosperous and the nights — golden. **T**

A near perfect hit! The ultimate goal of sports parachutists is to land on a target the size of a coffee can lid. The Golden Knights use a parachute called an air foil. This parachute is highly maneuverable, allowing the jumper to steer to his target.





Diagnostic Test

OCTOBER 1984

1. A medical waiver submitted by recruiting personnel must be accompanied by:
 - a. MEPS Chief Medical Officer's (CMO) recommendation.
 - b. Battalion Commander's recommendation.
 - c. Civilian physician's recommendation/letter of treatment.
 - d. All of the above.
2. The primary mission of the recruiter aide is to generate _____, and _____ for the field recruiters which will ultimately result in enlistment contracts.
3. Station Commanders must review the terminated file NLT _____.
 - a. 30 September
 - b. 1 January
 - c. 31 July
 - d. None of the above.
4. What form is used when recording COI/VIP Information?
 - a. USAREC Fm 200
 - b. USAREC Fm 200-2
 - c. USAREC Fm 635
 - d. USAREC Fm 125
5. The lead refinement list is annotated only when contact is accomplished.
 - a. True
 - b. False
6. What is the minimum age for appointment as an ANC officer?
 - a. 18
 - b. 21
 - c. 25
 - d. None of the above.
7. Waivers granted under Chapter 4, AR 601-210 are valid for _____ from date of approval.
 - a. 6 months
 - b. 1 year
 - c. 18 months
 - d. 24 months
8. All IASVAB printouts which identify students by name or other identification must be destroyed NLT _____ from date of test administration.
 - a. 1 year
 - b. 2 years
 - c. 3 years
 - d. 4 years
9. When an individual is receiving training during the TTE Program, which publication must be used to ensure that each task is performed to the correct standards?
 - a. USAREC Reg 350-7
 - b. AR 601-210
 - c. Fm 12-00R 3/4
 - d. Fm 11-163
10. Field recruiters are responsible for IASVAB promotion in their assigned high schools only.
 - a. True
 - b. False
11. RA/USAR recruiters will process nurse or nursing student applicants for enlistment provided a nurse recruiter is not available.
 - a. True
 - b. False

12. The AFQT is made up of which of the following subtests on the ASVAB-14 recruiter printout?
 - a. WK + AR
 - b. WK + AR + SP
 - c. WK + AR + PC + ½ Numerical Operations
 - d. None of the above.
13. What is the minimum time a USAR enlistee will attend initial training?
 - a. 16 weeks
 - b. 8 weeks
 - c. 12 weeks
 - d. No minimum period of time is required.
14. Prior to participating in a radio interview broadcast, a recruiter must receive approval from whom?
 - a. Station Commander
 - b. Battalion Commander
 - c. Company Commander
 - d. Any of the above.
15. Termination of new recruiter status will be initiated with a recommendation from the _____.
 - a. Station Commander
 - b. Company Commander
 - c. Battalion RTNCO
 - d. Battalion Commander
16. What are the three types of interpersonal communication?
 - a. Video, tape recording, telephone
 - b. Handshake, nod of the head, offering a chair
 - c. Verbal, nonverbal, symbolic
 - d. Spoken, gestures, unspoken
17. How does JOIN probe for needs and interests?
 - a. By showing SMAATTRESS video?
 - b. By asking prequalification questions.
 - c. By allowing the recruiter to enter blueprint information obtained on a prospect onto the Prospect Data Diskette.
 - d. It doesn't. The recruiter must use communicative skills to probe for buying motives.
18. During the sales interview, a prospect indicates he was arrested for DWI, convicted and paid \$100 fine. The recruiter will:
 - a. Continue processing and conduct police checks.
 - b. Inform the prospect that he is disqualified, and ask for a referral.
 - c. Suspend further processing pending an investigation of the case.
 - d. None of the above.
19. Which of the following provides instructions for the Sales Book?
 - a. USAREC Reg 601-8-1
 - b. USAREC Pam 601-8-1
 - c. USAREC Pam 350-3
 - d. USAREC Pam 350-4
20. JOINGRAMs were devised as a means of keeping all JOIN users abreast of changes and information concerning JOIN. What is the subject of JOINGRAM 20?
 - a. JOIN maintenance
 - b. Recruiting Station Software
 - c. Static Mats
 - d. Expendable supplies for JOIN



Diagnostic Test

1. C - (USAREC Reg 601-64, para 2-4a)
2. B - (USAREC Reg 601-87)
3. D - (USAREC Reg 601-87)
4. A - (USAREC Reg 601-14)
5. C - (Letter, HQ USARCRO-T, Dated 26 Jan 84, subject: Computerized Adaptive Screening Test)
6. B - (USAREC Pam 350-4, sec VIII)
7. B - (JOINGRAM #19)
8. B - (USAREC Pam 350-3, page A-13, para 10A)
9. Drivers License data, health comments, and E-2 promotions. (USAREC Pamphlet 350-4, pages 155-156)

September 1984 Answers

10. B - (USAREC Reg 601-56, App C, Line 6)
11. C - (MEPCOM Reg 611-1, para 6-3)
12. A - (USAREC Reg 350-7, para 2-36)
13. C - (USAREC Reg 601-51, para 5)
14. B - (FM 21-1, page 3-41)
15. 10 - (FM 21-1, page 3-45)
16. D - (USAREC Reg 1-18)
17. B - (USAREC Reg 601-59, dated 1 Jun 84)
18. B - (USAREC Reg 350-7, chap 3, para 3-6(7))
19. D - (USAREC Reg 350-7, chap 3, para 3-6 (3))
20. 72 - (USAREC Reg 350-7, para 2-34 (1))



Rings and Things

Recent recipients of recruiter rings and gold badges appear below. Inquiries concerning these listings may be addressed to the USAREC Awards Branch, or phone AV 459-3871, commercial (312) 926-3036.

RECRUITER RINGS

ATLANTA

SGM Paul E. Muncie
SFC Thomas R. Scanlon
Mr. Alonza Varner

BALT/WASH

SFC Leroy Faulcon Jr.
SFC John Judd
MSG David L. Mercer

BECKLEY

SSG William T. Reynolds

BOSTON

SFC Donald J. Clark

CINCINNATI

SFC Jerome B. Pate

CLEVELAND

SFC Emma L. Williams

DETROIT

SFC Herbert P. Nadel

HARRISBURG

SFC Clifford M. Harvey

JACKSON

SFC Robert M. Sanders
SFC Lowell Smith

KANSAS CITY

SFC David A. Bergling

LANSING

SFC Thomas F. Welch

LONG ISLAND

SFC Dolores O. Spicer

LOUISVILLE

SFC Steven B. Crawford

MONTGOMERY

SFC Grover L. Carter
SFC Jerome Hattaway

PHILADELPHIA

SFC Marshall Dent
SFC Russell Young

PHOENIX

SSG Mark Martin

RALEIGH

SSG Betty S. Smith

SAN ANTONIO

SFC Robert D. Willard

SAN FRANCISCO

SSG German E. Legaspi

SEATTLE

SFC Lonnie A. Tobias

ST LOUIS

SFC Keith J. M. Boyer
SFC William D. Jeter

GOLD BADGES

ALBANY

SFC Gary E. McLaughlin
SSG Gordon L. Mitchell

ALBUQUERQUE

SSG James R. Mattox

ATLANTA

SSG Guy L. Green Jr.
SFC Duncan R. McNaughton

BECKLEY

SSG Jack P. Parton
SSG John T. Kellas
SSG Thurman K. Adkins
SFC Robert Y. Attaway III
SSG David M. Graham

BOSTON

SFC Thomas White
SSG Albert E. Scott

CHICAGO

SSG Nathan R. Warnock
SGT Gregory W. Kendall
SFC Robert F. Houghton
SGT Robert D. Destelhorst

CINCINNATI

SSG Walter F. Deal

CLEVELAND

SGT Glenn T. Vanderhoof
SGT Anthony G. Cosby
SSG Rodney J. Wray

COLUMBIA

SSG James F. Goods Jr.
SSG James A. Durham

COLUMBUS

SSG David W. Mason

CONCORD

SFC Ann F. Moore
SSG Robert L. Harman

DETROIT

SSG Edward B. Kelley

HONOLULU

SSG Vainupo S. Nuusa
SSG Larry D. Ard

INDIANAPOLIS

SSG Gary D. McGhee
SFC Ronnie Peters
SSG Jimmy Webber

JACKSON

SSG Jerry E. Martin
SSG David A. Jewel
SFC Larry L. James
SSG Armond D. Joplin

KANSAS CITY

SFC Dennis J. Hannigan
SSG Jack E. Kidd Jr.
SSG Gerald R. Wilton
SFC Gale D. Kahler
SSG Henry P. Orton
SSG Henry E. Griffin
SSG Richard L. Wright
SFC William W. Kennison
SSG John C. Marmes

LANSING

SSG Robin H. Romine
SSG Wayne R. Kimble
SSG Darl J. Daniels

LITTLE ROCK

SSG Johnny B. Haynes
SSG Rickey A. Cook
SSG Timothy L. Duncan
SFC Jerry D. Jennings

LOS ANGELES

SSG Carl J. L. Pahcolka
SSG Charles E. Cheverette
SSG Jesus Gonzalez-Rodriguez

LOUISVILLE

SSG Carlin N. Elliott

MIAMI

SFC Ralph C. Grant

MILWAUKEE

SFC Neal T. Fredrickson
SFC James H. Bridges
SSG Bruce W. Geigner

MINNEAPOLIS

SSG Elizabeth A. Thorstad
SSG Raymond J. Ecker
SSG Lyle E. Burns
SSG William Martin Jr.
SFC Todd A. Lewis
SSG Mary F. Johnson
SFC Ronald P. Collum

MONTGOMERY

SFC Judd R. Porter
SSG Elmer S. Sponsler
SSG Robert W. Glanton

NASHVILLE

SFC Charles R. Hill

NEWBURGH

SSG Patricia A. Rose

NEW ORLEANS

SGT Rolanda M. Smith
SSG Cornell Johnson

OKLAHOMA CITY

SSG Jose L. Munoz
SSG Terry W. Braden

PEORIA

SFC John P. Moore
SSG Rickie Cabeen

PHILADELPHIA

SSG Giles E. Eady
SFC John Holifield
SFC Salvatore J. Fonte
SFC Kenneth C. Fetters
SSG Diana K. Jahn
SSG Allan Enrico

PHOENIX

SFC Kenneth Parkhurst

PITTSBURGH

SSG John C. Calvert
SSG Joseph A. Wilson
SSG Richard C. Schaffer

PORTLAND

SFC Lawrence A. Jewett
SSG Mark I. Gerry
SFC Norman L. Fleck

RALEIGH

SFC Charles M. Odell
SFC Alfred A. Shotwell
SFC David W. Little
SSG Joseph D. Sams
SFC Ronald D. Tate

RICHMOND

SSG Keith W. James
SSG Herbert A. Strain III

SAN ANTONIO

SSG Leroy F. Gonzales
SSG Claudio Cruz

SAN FRANCISCO

SSG Richard H. Jennings

SAN JUAN

SSG Tomas Santos-Cruz
SSG Antonio Marrero-Fret

SANTA ANA

SSG Peter A. Cruz

SEATTLE

SSG Gary A. Hay

ST LOUIS

SFC Charles H. Hannigan
SSG Larry W. Chappell
SSG John B. Robbins
SSG Delor E. Willson

SYRACUSE

SFC Ronald W. Jelliff
SGT Terry Vanarsdale
SFC Duane L. Ball
SSG John C. Sabik
SSG John Q. Gragg
SSG David L. Evans



Training Tips

Inquiries regarding Training Tips may be addressed to USAREC, Recruiting Operations-Training, or phone AUTOVON 459-2772, COMMERCIAL (312) 926-2772.

Schools program

One of the many tasks a recruiter must master is to develop a productive schools program which fosters and creates an attitude of willing cooperation among school faculties, students, and parents of students.

A schools recruiting program is a year-round program, beginning in July after graduation when the school has had time to recover and begin its planning for the upcoming year. That is the time when schools normally finalize their calendar of events for the new school year, and the time when you can best discuss the individualized school plan you have created for each school. A school's recruiting program contains several elements which, when incorporated, will enhance production.

Establish Rapport

Some school officials remain convinced the purpose of recruiters visiting schools is to take students out of school and put them in the "green machine." We know the Army wants HSDG and supports the education community's stay-in-school policy. More training opportunities exist for those soldiers with a high school diploma. You must establish rapport with school officials, faculty, and the student body by presenting yourself as a professional who is equally concerned that students complete their education.

Maintain up-to-date information

Information such as names, phone numbers of key officials, influencers, and school activities constitutes your school profile. This profile is vital when creating your individualized, tailored plan for each school. This process equates to the same procedure used when gathering pre-approach information on a prospect. The personality of each school makes the maintenance of data critical. For example, one school may place a premium on its athletic program, another may give prominence to its music program. Knowing the schools' general schedule of activities for the year will help you request external resources and enhance recruiting within that school.

List refinement

Locating and refining a constant source of leads is a major recruiting activity. One source is within the school market. Buyers in general have a tendency to buy the first product meeting their needs. What this means for you is that leads tend to enlist in the service which first contacts

them. Your job is to ensure that the Army has a reasonable opportunity of being the first service to make contact. To do this you must obtain, construct, and apply systematic lead refinement.

IASVAB testing

A good IASVAB program provides a good start for a school list. ASVAB testing enables you to determine priority of contacts off your LRLs. It measures the aptitude of individuals, and can serve as a valuable vocational/educational counseling tool for school officials. In schools where the ASVAB is not promoted, you may have difficulty convincing the school officials to schedule testing. This is where your chain of command can assist with a variety of support means. Your goal is to conduct ASVAB testing in each of your assigned schools.

Student influencers

Class president, athletes, editors, and other student influencers can build awareness and interest among the student body about Army opportunities. Influencers are those who can sway the opinions of others. This might include cheerleaders, football/basketball players, year-book/newspaper editors, or students whose opinions are respected. You should use these student influencers to talk with their peer groups about advantages to be gained from an Army enlistment. Referrals of this sort (testimonials) can go a long way. It puts more people to work for you.

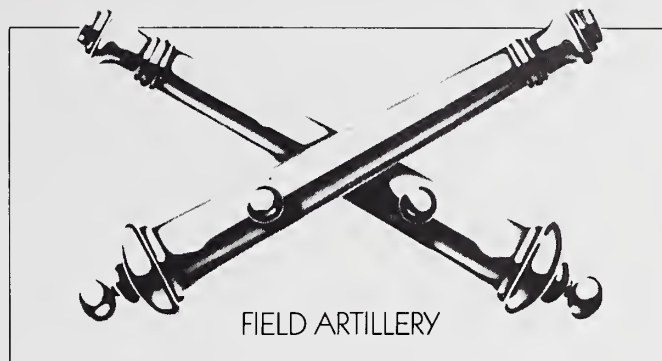
Available resources

The Army is more than one recruiter in a school. You have a multitude of talents and skills you can call upon to assist in your schools' recruiting program. This includes skill clinics, where Army experts demonstrate some of their expertise to students. Army demonstration teams can show students certain facets of the Army which students know little or nothing about. Many Army posts, camps, and stations are involved in educator tours, showing the school faculty and administration what an Army post is like, and what soldiers do during a typical day in the Army. The HRAP allows for soldiers to return to their hometown to assist you in your recruiting efforts. All of this support can be requested and coordinated by your battalion.

All USAREC resources exist to support you. The ultimate success of a school's recruiting program depends on your motivation, self-presentation, and the school environment.

MOS 15J

MLRS/LANCE



Operation Fire Direction Specialist

*Story and Photo by
Spec. 4 Tammy L. Hawkins
Fort Sill, Okla. PAO*

Settling in before his computer key board, Spec. 4 Anthony Malloy becomes a vital link between his battery and battalion commanders and the men on the firing line.

Malloy is a 15J MLRS/LANCE Operations and Fire Direction Specialist. He works with some of the most sophisticated artillery systems in today's Army.

The primary responsibility of the 15J is to run the Fire Direction Center. This includes physically operating and maintaining the M577A2 command post and its generators, camouflage, nets, radios, and antenna systems. Most of the 15Js' time is spent using the Fire Direction System computer to maintain communications and control of the firing platoons. He transmits the platoon fire missions, monitors their progress and directs the movement of firing units to new firing positions or to locations where they pick up ammunition and supplies.

To enlist as a 15J, individuals must be male, hold US citizenship, have successfully completed at least one year of plain geometry or high school algebra, have normal red/green color perception, be able to obtain a secret security clearance and score at least 100 on the FA portion of the Armed Forces Battery Test.

Minimum physical requirements for enlistment as a 15J require a

PULHES code of 222221. First enlistment tours are offered from two to four years. There is a \$2,500 bonus for an initial enlistment of four years.

Following basic training, soldiers enlisting for MOS 15J attend 11 weeks of AIT at Fort Sill, Oklahoma. Although the course is primarily a computer course, instruction is also given in artillery math, communications, map-reading and plotting, and LANCE gunnery techniques using the TI-59 hand-held calculator. Seven weeks of the course are devoted to learning the AN/GYK-29 fire direction system computer which is the newest tactical computer in service. Students must learn maintenance and trouble-shooting of the equipment; initialization, data base maintenance, and fire mission fire planning processing for both the LANCE missile and MLRS, and the use of the Platoon Leader's Digital Message Device in MLRS techniques of digital communications.

To graduate the 15J course, soldiers

must pass all eight of the sectional exams.

The majority of 15J duty stations are in Europe. There are six LANCE battalions and four MLRS batteries. In Germany stations are located at Bamberg, Wiesbaden, Erlangen, Hanau, Giessen, Aschaffenburg, Crailsheim, and Hertzogen-Naurod. There are two LANCE battalions at Fort Sill, and one MLRS training battery. There are also MLRS batteries in Korea; Fort Hood, Texas; Fort Riley, Kan.; Fort Stewart, Ga. In the future MLRS batteries will be stationed with every mechanized and armored division, so each station with such a unit will have positions for 15J.

The 15J MOS is presently considered comparable to the civilian occupation of cartographer. A change is in process to redesignate the civilian equivalency description for 15J as data processor or computer operator. The 15J AIT course is also being evaluated for possible award of civilian college credit.



Soldiers in MOS 15J work with hi-tech items such as sophisticated computers and communications equipment as the soldier in this photo.





MOS
15J

FLARE



MLRS/Lance Operation Fire Direction Specialist

